

Second Annual Work Plan
1 SEPTEMBER 2003 – 31 AUGUST 2004

*Community Peace Building and Development
Program (CPBD)*

LIBERIA

**Funding Provided by the
US Agency for International Development
Under Cooperative Agreement No. 669-CA-00-02-005**

AED Reference 1270-2926-07

Submitted by the Academy for Educational Development
Center for Civil Society and Governance

Washington, DC
9 February 2004

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I. Executive Summary

The CPBD Program enters Year Two on the wave of an emerging peace process, and accompanying DDRR process¹, in Liberia and the promise of deepening its initial work, coupled with ambitions of programmatic and geographic expansion and extension. The period often called “World Wars I, II and III” in Liberia—the civil unrest in Monrovia and other parts of Liberia from July to August 2003—interrupted the CPBD Program’s momentum that was started when the program was publicly launched in January 2003. Before the crisis, the CPBD Program had successfully reached all 97 communities and trained nearly two REFLECT facilitators in each. With the resumption of activities in early September 2003, the CPBD Program faced limited access to its 97 communities, more than 50% of which were still under MODEL² and Government of Liberia militia control. For 28 communities facing hunger and other stress brought about by the civil crisis, the CPBD Program jointly designed with community development committees and REFLECT circles a recovery response: Food-for-Work (FFW) to support water and environmental sanitation (WES) and agricultural projects. These activities will continue into 2004, while the rest of the CPBD Program gears up for the deepening of REFLECT and other program components in the existing communities and the expansion and extension of all program activities into an additional 80 urban communities and 23 rural communities depending on the movements of UNMIL into the interior and a successful DDRR process.

As for geographic expansion, CPBD will be expanded into 20 urban communities in each of Monrovia, Kakata, Buchanan and Zwedru, beginning in March 2004 and continuing through to the end of the Year Two period. CPBD will also be extended into 13 rural communities in Rivercess and 10 in Sinoe, in the Sapo National Park Region. By the end of Year Two, the CPBD Program will be reaching 200 communities in six counties. The five core LINGO partners—PBRC, PNO, CJPS, AGRHA and G-BAG—coupled with service partner NAEAL, which is becoming a core partner in Year Two, will lead the charge of advancing REFLECT in the 97 original and 60 new communities, as well as participatory social and economic development process and capacity-building of local structures, like the community development committees, and other civic organizations. For the other expansion areas, the CPBD Program will identify other local partners to help implement the same processes.

The CPBD Program will expand its programmatic portfolio—including supporting at least eight human rights and peace building organizations and the advancement of human rights education. CPBD will also advance aspects of the program in Year Two that could not fully get off the ground in Year One—namely peace building/conflict resolution activities, the development of community radio stations and agriculture and economic development activities. The CPBD Program intends to provide material and capacity-building support to three Monrovia-based radio stations and 15 community-based stations

¹ Disarmament, Demobilization, Reintegration and Reconciliation

² The Movement for Democracy insurgency group that occupies Grand Bassa and the rest of the Southeast.

in accessible parts of the country. Agriculture and Economic Development activities will focus on quick turn-over income generation crops, such as snails, vegetables and fish ponds, peace/food and fuel generating agro-forestry projects, and innovative alternative technology micro-enterprise projects such as LED lighting using solar power, food processing and eco stoves. In the aftermath of the initial recovery WES and food security FFW projects, the CPBD Program will continue to support social infrastructure development, especially of schools, in clusters of communities, establishing a flexible fund that enables communities to jointly prioritize shared projects in their cluster, known as “bridging projects.” CPBD will launch the social contract mechanism—in which project beneficiaries pay forward a portion of project benefits to others—in another effort to help build social capital and peace within and between communities.

The CPBD Program will expand its activities to include youth and former combatants, especially in the areas of training for agriculture, micro-businesses, peace building and conflict resolution. The CPBD Program will bring to Liberia an expert trainer in Theater for the Oppressed Methods, which will help Liberians act out their problems, as well as the solutions, especially overcoming their fears of speaking the truth of their experience and feeling and knowing the experience of others—a required element in the empowerment process and in resolving conflicts and advancing reconciliation.

The CPBD Management is considering implementing peace and reconciliation activities in one or more of the Cantonment Sites—building dialogue between former combatants and communities by airing radio programs based on each group’s hopes and fears of reconciliation and visions for a peaceful future together. The CPBD Program will work with its communities to identify “placements” for former combatants to serve as apprentices on demonstration farms and in micro-enterprises.

With the withdrawal of Search for Common Ground from the AED-led consortium in October 2003, Mercy Corps has been hiring staff and renovating the CPBD Offices in Monrovia to incorporate a state-of-the art digital radio production facility to produce 2.5 hours of radio dramas, features and other programs per week. The radio program will be distributed in cassette form to partner radio stations (18 planned in the next year) and REFLECT Circles, which will be provided with both a solar wind-up radio and a cassette player to listen to CPBD Programs and others produced on the network of CPBD-supported community radio stations. AED has hired an expatriate expert in community radio and behavior change communications to support the strengthening of CPBD radio production in Year Two.

CPBD’s expansion in Year Two will also include the opening of field offices in Buchanan and Zwedru and the growth of Mercy Corps national staff from 19 to 54. Mercy Corps and AED expatriate field staff will grow in Year Two from five to seven in order to manage the demands of the growing program.

II. Program Activities by Results and Targets

The CPBD Program in Liberia is organized into three key program units—Social Mobilization and Civic Organization Development Unit (SMU); Agriculture and Economic Development Unit (AEDU); and Community Communications Unit (C2U). Each Unit, together with core local NGO partners (LNGOs)³, has direct responsibility for achieving results under the following USAID/Liberia Special Objectives:

- SPO4: Increased Food Security in Targeted Areas
- SPO5: Civic Society Role in Democratic Governance Strengthened

Social Mobilization and Civic Organization Development Unit

The Social Mobilization and Civic Organization Development Unit (SMU) works directly towards USAID/Liberia's Special Program Objective 5, as well as in a cross-cutting manner to SPO4. The results towards which the SMU organizes its activities, as well as the indicators used to measure performance—are located in the box below.

SPO5: Civic Society Role in Democratic Governance Strengthened

- **Indicator 5.0:** Number of targeted LNGOs and CBOs sustaining social and economic development and peace building activities after CPBD phases out.

Year Two Target: No target until Year Three (2005).

IR5.1: Civic organizations strengthened

- Indicator 5.1.1 Number of LNGOs, CBOs and Community Radio Stations scoring 100% on the Organizational Capacity Index (OCI).

Year Two Target: 4 NGOs, 100 CBOs and 5 Community Radio Stations

- Indicator 5.1.2: Number of REFLECT Circle members participating in civic organizations in targeted communities.

Year Two Target: 2,500

- Indicator 5.1.3: Number of community self-help projects completed by CBOs in the targeted communities.

Year Two Target: 80

I.R. 5.2 Civic action increased in targeted communities.

- Indicator 5.2.1: Number of individuals participating in REFLECT circles.

Year Two Target: 6,000

- Indicator 5.2.2: Number of female REFLECT Circle members serving in civic leadership

³ During the period under review, the core LNGO partners with accountability to the CPBD Results Framework include: the Peace Building Resource Center (PBRC), the Center for Justice and Peace Studies (CJPS), Project New Outlook (PNO), Action for Greater Harvest (AGRHA) and The Grand Bassa Agriculture Group (G-Bag).

roles. Year Two Target: No target until Year Three (2005).
<ul style="list-style-type: none">Indicator 5.2.3: Number of LNGO- and CBO-initiated advocacy campaigns yielding positive outcomes. Year Two Target: 20 LNGO Advocacy Campaigns; 25 CBO Advocacy Campaigns
IR 5.3: Conflict management practices improved at community and cluster levels. <ul style="list-style-type: none">Indicator 5.3.1: Number of inter- and intra-communal conflicts jointly mediated by formally trained mediators in targeted communities. Year Two Target: 75
<ul style="list-style-type: none">Indicator 5.3.2: Number of bridging projects maintained by more than one community. Year Two Target: 25
<ul style="list-style-type: none">Indicator 5.3.3: Percentage of social contracts fulfilled in targeted communities. Year Two Target: 50%
<ul style="list-style-type: none">CCIR 1: Increased resources from sources other than U.S. Government.CCIR Indicator 1.3: Increase in the percentage of community project costs supported by community contributions in targeted communities that initiate and complete more than one project. Year Two Target: 25%
<ul style="list-style-type: none">CCIR 3: Improved Social Services through community participation in targeted communities.CCIR Indicator 3.1: Percentage of social infrastructures incorporating cost recovery schemes in targeted communities. Year Two Target: 40%
<ul style="list-style-type: none">CCIR Indicator 3.3: Number of social infrastructures maintained by community management structures in targeted communities. Year Two Target: Baseline needs to be completed before targets are set (circa March 2004 for all CPBD communities.)

Towards the achievement of the results and targets above, the SMU focuses resources on the following:

- Providing **REFLECT training-of-trainers** support to local NGO partners, who in turn train and coach REFLECT facilitators in targeted communities.
- Provide **organizational development and program skills-building support** to local core NGO partners to strengthen their own organizations and to build key program skills. The skills package includes: project cycle management; financial resource management; human resources management; information systems management; external relations, networking and advocacy; and strategic leadership, governance and management.

- Provide **operational grants to local core partners** to advance REFLECT and community-driven development and peace building activities in targeted communities--plus support the capacity-building of key local structures, including: Traditional and new peace builders, Community Development Committees, PTAs, Water and Sanitation Committees, Community Radio Stations and other community-based organizations and associations; and youth and women's groups/clubs.
- New this year: the CPBD Program will provide **\$300,000 in grants and institutional/organizational development support to at least eight local human rights NGOs** to advance their own mandates and to support the CPBD Program in the development and advancement of several human rights and peace building strategies, including human rights education at the primary, secondary and adult levels. CPBD has worked with the Center for the Study of Human Rights (CSHR) at Columbia University to design a human rights education program. AED will hire Paul Martin of CSHR and other international trainers for short term consultancies who, together with CPBD field staff operational support, will train 120 teacher trainers and local NGO human rights partners' field staff. Training participants will then train others who will teach human rights in the schools and communities where they work.
- Also new this year: the CPBD will administer a **\$100,000 grant that has been awarded to the Inter-Religious Council of Liberia**. The CPBD has already begun to provide the IRCL with institutional and organizational development support.

With the civil crisis interrupting the CPBD Program's activities, the roll out of Year Two Activities is sub-divided into two overlapping periods: The Recovery Period (September 1, 2003 – February 28, 2004) and the Deepening, Extension and Expansion Period (January 1 – August 31, 2004). The Recovery Period is marked, *inter alia* by supporting accessible CPBD Communities with WFP food-supported water and sanitation and agriculture/food security activities; implementing a selection process for new partners, especially in human rights and peace building; and supporting existing local core partners in building their organizational and program management capacity-building to effectively support targeted communities. The community-based recovery projects, including 28 wells and latrines and 420 demonstration vegetable gardens in 28 communities will come to an end in February 2004. Additional recovery activities may evolve as the CPBD Program is able to access more of its communities.

As of January 1, 2004, Mercy Corps and AED will extend and expand the CPBD Program, all the while employing its current six core partners⁴ to help deepen peace building and social and economic development activities in accessible communities that constitute the current 97 CPBD communities in Montserrado, Margibi and Grand Bassa Counties. The first geographic expansion will occur from March to July 2004 with the

⁴ The current core partners include PBRC, NAEAL, CJPS, ARGHA, PNO, and G-BAG. Because of the critical role that NAEAL has played in helping the CPBD Program to train trainers on REFLECT, Mercy Corps decided to contract NAEAL as a core partner, to continue building the program's ability to train on REFLECT.

selection of 60 urban communities and advancement of REFLECT in Monrovia, Buchanan and Kakata. The second geographic expansion will occur vis-à-vis the CPBD Field Office in Zwedru, Grand Gedeh County circa March 2004, with the selection of 20 urban communities there, as well as the advancement of REFLECT to start. The fourth and final geographic expansion of Year Two will occur circa July 2004, with the selection of 10 rural communities and advancement of REFLECT in communities along the perimeter of Sapo National Park, Sinoe County and 13 in Rivercess County—supported by the CPBD Buchanan Field Office.

In terms of program partner expansion, the CPBD Program will add at least seven partners with a human rights focus, who will, in addition to advancing their relative mandates, support the CPBD Program's new human rights education initiative—and other human rights and peace building strategies, when and where possible. The geographic expansion of the program will follow in line with the opening up of Liberia, which is highly reliant on a successful advancement of UNMIL Peace Enforcement Mission and a successful disarmament, demobilization, reintegration and repatriation DDRR process.

The SMU Activity Plan

Recovery Period Activities (September 1, 2003 – February 28, 2004)

Conducting Emergency Assessments and Targeting Accessible Communities for Recovery Activities

In late August 2003, the Chief of Party returned to Liberia after a three-month absence caused by civil unrest. She entered the country with two Mercy Corps Emergency Program Officers that Mercy Corps sent to Liberia to assess and plan for emergency interventions. When it became apparent that--due to insecurity and lack of donor support--Mercy Corps and the CPBD local partners would not be able to implement immediate emergency activities in accessible CPBD Communities, one of the EPOs left. The other EPO remained until October to help the CPBD Program write project proposals and lead the planning team for recovery activities based on the communities' own expressed needs. These needs had emerged vis-à-vis emergency assessments that the CPBD Program conducted in September 2003 in an initial 30 CPBD communities of rural Montserrado and Margibi Counties.

The top expressed need in all communities was food, which was not surprising given the stress that prolonged insecurity and increased influxes of internally displaced people have placed on communities that traditionally experience food shortages from July to October⁵. The REFLECT Circles and the Community Development Committees expressed water

⁵ Liberians call the period of low food stocks in the three months prior to the harvest, "The Hungry Season."

and sanitation and agriculture sector recovery as other urgent needs. As such, the CPBD Program partners have worked with 28 of the 30 communities so far to design a series of water and sanitation and agriculture activities, which are described in greater detail under the Agriculture and Economic Development Section of this plan.

Conducting Training of Trainers Workshop on Group Facilitation and Participatory Community Planning to Local NGO Partners and CPBD Program Staff

A key to launching the recovery activities, the first project activity that the CPBD Program is supporting in target communities, were designing and implementing a participatory community planning process and train the CPBD Program Staff and local core partners' field staff to then train the REFLECT facilitators and Community Development Committee leaders to facilitate the planning process themselves.

To help in the initial training of trainers on the facilitation of participatory community planning process, Mercy Corps brought to Liberia a facilitation and training consultant, Gary Forbes, which the organization has utilized in over 20 Mercy Corps programs to train program staff on social mobilization, group facilitation and organizational development skills. In November 2003, Mr. Forbes trained 30 CPBD program staff, local NGO partners' field staff

Conducting Training on Participatory Community Planning and Holding Community Meetings to Plan the Implementation of the Recovery Activities

From October through early December 2003, the SMU and local core partners' staff assigned in the 28 "recovery communities" conducted initial capacity-building workshops and helped facilitate community-by-community planning meetings, which at each site brought together the two local REFLECT facilitators, the Community Development Committee, the Town Chief, the internally displaced population's leader, female and male elders and youth group representatives. Out of those workshop planning meetings came community plans for implementing the recovery projects, ensuring that the roles and responsibilities of key community representatives at the meeting were identified and a calendar of activities developed. The local partners' field officers will be charged with ensuring the momentum of social mobilization is maintained according to the community plan.

Capacity-Building of Community Structures to Manage Social Infrastructure Recovery Activities

The water and sanitation recovery projects call upon the CPBD Program to train 56 local hand pump repair technicians (two in each community) and ensure the establishment and development of 28 Water and Sanitation Committees, charged with the following responsibilities:

- Establish and manage a cost recovery mechanism to ensure the sustained maintenance and security of hand pumps/wells and public latrines. The Water

and Sanitation Committee must ensure that the hand pump technicians receive a fee for their services and that funding is available for spare parts. In addition, they must conduct hand pump use orientations for the community members.

- Support local participatory community-based hygiene education and promotion activities.

In December, the International Rescue Committee supported the training of four CPBD core partners' field staffers in the Participatory Health and Sanitation Transformation methods, known as PHAST, which CPBD is considering adopting as its health and sanitation public education training package.

Conducting the Organizational Capacities Index (OCI) Test with Core LNGO Partners and Developing Capacity-Building Plans

It will be recalled that the OCI tests capacities, especially systems, procedures and management practices in five key areas:

- **Financial Resource Management:** *Accountability, Operational Planning and Budgeting*
- **Human Resources Management:** *Personnel Management, Staff Development and Staff Participation*
- **Strategic Leadership/Management:** *Strategic Planning, Good Governance, Sustainability and Resource Mobilization*
- **Information Systems:** *Monitoring and Evaluation, Reporting and Organizational Learning*
- **External Relationships:** *Public Relations, Networking, Stakeholder Input (Participation) and Advocacy*

In the first quarter of Year Two, CPBD Program, Finance and Administration staff jointly implemented the financial management and human resources management sections of the OCI. CPBD staffers held initial financial management and human resources management capacity building sessions with the core partners improve each organization's systems, procedures, management practices and skills in these areas.

In December 2003, CPBD staff will complete the OCI test with the core LNGOs and design capacity-building plans for implementation as Year Two unfolds.

Establishing and Testing the Social Contract Mechanism in Targeted Communities

To stimulate peace building and social capital development, the CPBD Program will advance a system of social contracting, whereby certain program resources, such as agricultural seeds, that are provided to targeted individuals and groups and communities will sign a contract to pay forward a portion of the project outputs they generate with the CPBD resources. The CPBD Program team and LNGO partners will conduct sensitization meetings with the REFLECT Circles, Community Development

Committees and other key stakeholders at the community level to gain support of the social contract mechanism.

Selecting New Partners in Human Rights and Peace Building

As reported in detail in the CPBD Semi-Annual Report No. 2, the CPBD Program, with the technical support of USAID CTO Korto Williams, and the participation of an impartial Selection Committee, reviewed 46 applications and identified seven promising CPBD grantees/partner LNGOs. The Chief of Party forwarded the list to the USAID Mission Director for his and the U.S. Ambassador's concurrence. The Selection Committee drew another short-list of seven peace building organizations for the CPBD Program to interview and assess before selecting at least one to add to the grantees' list. This part of the selection process will be completed by mid-January 2004.

On December 15, 2003, USAID approval was orally given for the following seven human rights agencies to be awarded grants of between \$30,000 and \$35,000 for the next nine- to twelve-month operating period.

- 1. The Justice and Peace Commission**
- 2. Buchanan Child Community-Based Care**
- 3. Foundation for International Dignity**
- 4. Liberia Christian Association of the Blind**
- 5. Human Rights Monitor: United Methodist Church**
- 6. Committee for Peace and Development Advocacy**
- 7. FOCUS**

In addition to these seven, the U.S. Ambassador requested—and Mercy Corps agreed—that the CPBD Program should award \$10,000 to the Mano River Union Women.

The new partners will both advance their own plans and mandates, as well as help the CPBD Program develop and advance the following strategies in its areas of operation:

- Liberian-specific human rights, civic and peace building curriculum at the primary, secondary and adult education levels.
- Monitoring and reporting on human rights abuses and promoting good governance and the upholding of human rights.
- Advocacy aimed at educating leaders and effecting various changes in legislation and policy and cultural/customary practices that negatively impact key groups, especially women and children.
- Training and technical support to traditional and new conflict resolution mediators and peace builders in targeted communities.
- Training and technical support to those in the community wanting to transform issues based on Sex- and Gender-Based Violence
- The production and airing of timely and relevant radio programs on peace and reconciliation, human and civic rights, and conflict resolution.

Providing Initial Strategic and Operational Planning Support to the Inter-Religious Council

The CPBD Program, Finance and Administration staff have met on several occasions with the Secretariat staff of the Inter-Religious Council of Liberia to help put in place necessary plans, budgets, procedures, policies and systems—and even a finance officer—to enable Mercy Corps to begin releasing the \$100,000 grant. Mercy Corps also hired the Foundation for International Dignity, which in addition to its social transformation and human rights work, also has expertise in strategic planning. In November, FIND facilitated a successful strategic planning workshop with IRCL key stakeholders, including members of the Council, the Secretariat and membership. At least one-third of the participants were women—who proved to be quite outspoken.

The momentum of the planning and initial capacity-building process will enable Mercy Corps to begin releasing the grant before the end of 2003. USAID has already provided approval for Mercy Corps to purchase a vehicle on behalf of the IRCL from their grant.

Extension and Expansion Activities (January 1 – August 31, 2004)

Signing Contract Renewals with the Five Original Local NGO Core Partners and Adding NAEAL to the Core Partners List.

By January 1, 2004, Mercy Corps will enter into its second phase of grant agreements with the original five core partners—G-BAG, PBRC, CJPS, AGRHA, and PNO. Mercy Corps will also enter into its first grant agreement with NAEAL, which in Year One served as a critical agency for the training of REFLECT trainers.

The initial core LNGOs will each provide a different set of capacity-building support to local structures—based on their individual organizational and programmatic strengths and interests. Essentially, agencies will be aligned to work towards the results and targets under SPO4 and SPO5, which means that at least two agencies will work in each community—one on helping communities achieve positive outcomes on food security/social and economic development, while the other advances REFLECT and builds the capacity of local structures in participatory project planning and project cycle management, advocacy, peace building and conflict resolution.

NAEAL will be charged with serving the needs of strengthening and expanding the CPBD Program's training of trainers and community-elected facilitators in REFLECT. All partners will require that their new field staffers receive REFLECT training-of-trainers.

Conducting REFLECT Refreshers for Accessible Communities at the Cluster Level

The CPBD Program will conduct Refresher Workshops for the 189 REFLECT facilitators in the 97 communities of operation, as those communities become accessible. The CPBD Program staff, NAEAL, and the CPBD LINGO core partners' staff will jointly organize and facilitate the Refresher Workshops, which aim to help the REFLECT facilitators review and improve their REFLECT facilitation skills and learn new skills in peace building and conflict resolution, project cycle management, advocacy and leadership and governance.

Selecting and Assessing 80 New Communities in Urban Areas of Montserrado, Margibi, Grand Bassa, and Grand Gedeh Counties

Beginning in March 2004, the CPBD Program will select the next 80 communities of operation, while deepening the work in the existing 97. CPBD will select 20 communities first in Monrovia, followed over the next few months by selecting 20 in each of the following cities, depending upon security and accessibility: Buchanan, Grand Bassa Co.; Kakata, Margibi Co.; and Zwedru, Grand Gedeh Co. The CPBD Program partners will work with local leadership and other key stakeholders at the county, district and clan level to identify communities most in need and willing to engage with the CPBD Program to advance peace building and social and economic development activities. The CPBD Program will also consider its own capacity to deliver effective and on-going programming when making its selection—and will use a conflict lens to ensure an understanding of the local context and to mitigate, as much as possible, possible conflicts from erupting. In order to maximize the use of resources, the Program will deliberately explore opportunities for clustering of communities that share public schools and clinics or connections through transportation routes. Another compelling criterion of selection is selecting urban communities that host market that are linked to other CPBD rural communities, enabling the program to increase market linkage opportunities.

Selecting and Assessing 23 New Communities in Rural Rivercess County and the Sapo National Park Region of Sinoe Co.

Towards July 2004, the CPBD Program, working out of its Buchanan Field Office will explore selecting 10 rural communities of expansion in Rivercess County. The CPBD Program will use the same set of criteria in making its selection, as outlined above.

Working collaboratively with Conservation International, Flora and Fauna International and the Forestry Development Authority and local leadership, the CPBD Program will assess and select ten communities along the Sinoe Co. perimeter of the Sapo National Park. The aim of this expansion is to help advance a communal forestry management model and, in doing so, support social and economic development transformation and peace building and conflict resolution capacity-building in communities heavily reliant on the meat trade for their livelihood. The CPBD Program will employ all of its program strategies in supporting this conservation project, beginning as soon as possible with the installation of a community radio station.

Conducting REFLECT Training in 80 new urban and 23 new rural Communities for REFLECT facilitators and targeted local leaders

As new communities are selected and provided with extensive orientation on the CPBD Program, the local partners will ask the local communities to elect two REFLECT facilitator trainees to attend a two-week training workshop, followed by a nine-month or more commitment to facilitate their own REFLECT Circle and participate in Refresher Workshops, other meetings and engage with the Community Development Committee to take forward REFLECT circle action points..

In Year Two, the CPBD Program will train 240 additional REFLECT facilitators bringing the total number to 429. An added dimension in Year Two: the CPBD Program will include the training of some traditional leaders in the REFLECT process, as a strategy to ensure that local leaders are trained in participatory methods and endorse the REFLECT methods by being certified practitioners themselves.

The REFLECT facilitators facilitate circles of between 20 and 30 members that meet for an average of nine months. From there, REFLECT circle graduates are encouraged to join other civic organizations—even form their own local community-based organizations. The CPBD Program especially supports the development of female leaders—and in the next year will include youth REFLECT circles, as well as integrate former combatants into the REFLECT training program. By the end of Year Two, the CPBD Program estimates more than 6,000 Liberians will be, or will have been, involved in the CPBD-supported REFLECT Process.

Signing Agreements and Conducting Joint Planning with New Partners on Human Rights and Peace Building

Now that the new human rights partners have been approved by USAID, the CPBD Program will work quickly with them to evolve plans and budgets that support the new partners' plans, as well as clearly identify the ways the new partners will help the CPBD Program advance the six key human rights and peace building strategies outlined above. With the initial seven, the CPBD Program will have a cross-section of partners with the depth and breath of helping advance these strategies in the six planned CPBD Counties of operation—and beyond. The Mano River Union Women will implement their grant according to their own program needs.

The seven core human rights agencies' mandates range from human rights monitoring and reporting; education, promotion and advocacy on minority rights, including women, children and handicapped persons; social transformation. All of these agencies have some level of training of trainers experience, which will help them support the multiplying of their skill sets vis-à-vis a range of community entry points—from REFLECT Circles to Youth Groups, from PTA's to local traditional leadership and healers.

Conducting the OCI with new Human Rights and Peace Building local Partners and Developing Organizational Development Plans

In January 2004, the CPBD Program will implement the OCI for all new human rights and peace building partners. From the results, the CPBD Program will develop an organizational development plan tailored for each agency.

Providing Organizational Capacity-Building Support to All CPBD Partners

With all new and old partners having organizational development plans in place by February 2004, the CPBD Program, Finance and Administration staffers—and outside local resource consultants, as needed—will provide training sessions and on-going coaching and mentoring to support the transformation of the partners' weaknesses in all areas covered by the OCI. The CPBD Program will begin to develop an organizational development training manual for its own and others' use.

Capacity-Building of Community Structures to Drive and Manage Development and Peace Building Processes and Manage Social Infrastructures

Part of the mandate of the local core NGO partners working in the CPBD communities is to provide training and on-going coaching to each community's elected Community Development Committee. The CDC plays several roles, including:

- Interfacing with REFLECT circles on the action points that emerge through their assessments.
- Help prioritize and manage—or assign to another local structure--priority community projects from conceptualization to completion.
- Liaise with the Clan leadership on clan development and peace building priorities, especially in situations of bridging projects within the clan or cluster of communities.
- Serve as the entry point for the creation of the water and sanitation committee, the PTA and other local structures.

The CDC usually has a membership representative of the local leadership, women and youth groups and the internally displaced population. The CPBD Program helps build the capacity of these structures in a range of skills including project cycle management, financial management, resource mobilization, community participation, leadership and governance and peace building/conflict resolution.

In addition to the CDC, the CPBD Program intends to support the capacity building of PTAs, Water and Sanitation Committees, Youth and Women's Groups, Community Radio Station Advisory Boards, and so on. For all social infrastructures, the CPBD will help support the assigned management committee's development and maintenance of cost recovery and/or income generation mechanisms to help ensure sustainable funding.

Advancing Human Rights and Peace Building Education for Primary, Secondary and Adult Level

In July 2003, the Columbia University Center for the Study of Human Rights (CSHR) submitted a proposal to AED to advance the participatory development and implementation of human rights and peace building education in Liberia. The CSHR has proposed a six-month piloting of the human rights and peace building education project, in which trained Liberians and other West Africans will initially design the training curriculum and train 120 teacher trainers and human rights LINGO partners' staff in the methodologies—based on cognitive, attitudinal and skills needs—which will then be implemented in CPBD areas of operation.

The Director of the CSHR Dr. J. Paul Martin will arrive in Liberia in January 2004 to work with the CPBD Program and its new national Program Officer for Human Rights and Peace Building to plan for the commencement of the training period, which will start circa March 2004 and include four, two-week training workshops for 30 participants at a time. The trainees will return to their communities and work areas to begin implementing the curriculum. The Minister of Education has already endorsed the initiative and has assured the CPBD Program that she will support the curriculum's advancement in the primary and secondary schools.

The CPBD Ag/Econ Development Unit will support the HRE initiative by helping communities to develop income generation projects to help support the teacher trainers. The CSHR and CPBD will conduct an evaluation at the end of the initial 6-month pilot phase to determine the curriculum's potential for expansion and to identify areas needing improvement.

Providing Grant Funding and Capacity-Building Support to the Inter-Religious Council of Liberia

After the IRCL completes the initial planning and budgeting exercises and implement's key financial and human resource management steps, the CPBD Program (Mercy Corps) will enter into a grant agreement with the IRCL to disburse \$100,000 from late December 2003 to late August 2004. The CPBD staffers will administer the OCI, develop an organizational development plan and continue to support the IRCL Secretariat with capacity-building interventions. One critical step will be training the IRCL on resource development, as this dynamic and vital organization is more than \$900,000 short of support for its two-year, \$1 million plus budget to advance peace building in Liberia and to remain connected to the regional inter-religious network that is evolving.

Providing Training and On-going Coaching Support to Traditional and New Peace Builders and Conflict Mediators

The CPBD Program and core partners intend to provide training and on-going coaching to traditional and new peace builders and conflict mediators, such as former combatants and youth. CPBD partners will train REFLECT Circles and other community-based structures such as PTAs in using conflict lens analysis tools to help identify conflicts and support mediators in bringing them to a win-win resolution. CPBD will interweave both

the HRE Project activities and the Theater of the Oppressed activities (see below) into the training of the mediators and peace builders.

At the writing of this plan, the CPBD Program is considering providing limited peace building/conflict resolution and human and civic rights education to combatants at one or more of the Cantonment Sites. The process is called the River of Life and helps the combatants to process their experience and vision their futures as civilians and as peace builders. The C2U will help produce radio programs from the events to build bridges to communities of re-integration. Within communities of operation, the C2U and REFLECT Circles will engage with communities to generate dialogue on the re-integration of former combatants. The aim will be to help mentally and emotionally prepare the ex-combatants and communities for the re-integration.

Conducting Intensive Training of Trainers of Local Partners in Theater of the Oppressed (as a peace building and social transformation tool)

Theater of the Oppressed, also known by one of its manifestations—Forum Theater—offers the CPBD Program a critical conflict resolution and social transformation tool for helping Liberians move from states of silence, helplessness and passivity to empowerment through voicing their feelings and taking peaceful civic and conflict resolution actions. Liberians love drama, and theater has been used here primarily as a one-way form of communication that offers a pre-designed story delivered through live group performance or on the radio. Theater of the Oppressed (TOTO) aims to generate dialogue whereby spectators are transformed into what Augusto Boal, TOTO's founder, calls "spect-actors." Simply, put the audience becomes the subject in a dress rehearsal for transforming the obstacles to their fullest potential.

In February 2004, the CPBD Program will bring to Liberia an expert of Theater of the Oppressed, Dr. Douglas Paterson, who studied under Boal and has more than 30 years experience using the techniques. Dr. Paterson will conduct a series of training events on the techniques over a two-week period for 30 TOTO trainers. Some live public performances will expose a target CPBD community to the techniques. Key CPBD local partners in peace building will utilize the techniques, vis-à-vis the REFLECT Circles, and the training of Traditional and New Conflict Mediators, Youth Leaders and other Peace Makers, including former combatants whilst still in Cantonment and as they reintegrate into communities. The techniques can be at once entertaining and life transforming.

Supporting Youth Leaders and Clubs in Peace Building and Life Skills Development

The CPBD Program plans initially to develop and pilot six ten-day training workshops—one in each county of operation--of youth leaders/trainers to develop and run their own Youth Clubs and Camps aimed at imparting leadership, life, and peace building skills to their peers, including former combatants. Life skills may range from health and hygiene education to human rights and civic education and from making life choices to self-esteem building. CPBD will support youth in designing their own workshops and camps, to encourage the youth to exercise their leadership and planning and follow-through

abilities. The Ag/Econ Development Unit will support Youth Clubs interested in participating in a range of agriculture and social infrastructure projects in service of their communities, as well as to raise income for themselves. The CPBD's work in support of communal forests for peace building and other community-based projects will also engage youth participation.

Note: The Nike Corporation has awarded Mercy Corps a consignment of 3,500 shoes and assorted sporting equipment for use in its Liberia Program. In Year Two, Mercy Corps will program much of these materials via the CPBD Program as post-training incentives primarily for youth and former combatants.

Providing Advocacy Training Support to Local Civic Organizations

The CPBD Program will utilize its own and others' expertise to train local NGOs—who will in turn train other local civic organizations---in developing, implementing and monitoring advocacy campaigns. In addition, the Chief of Party is negotiating with OXFAM for a well-experienced Advocacy Trainer to support the training of local partners early in 2004. OXFAM will likely pay for the transport of this trainer, while the CPBD Program will allocate resources for the training of trainers on advocacy campaigns to its local partners. Subsequently, the local partners will train other local civic organizations—from PTAs to women's and youth groups—in designing, implementing and monitoring/evaluating advocacy campaigns. Several of the proposed new LNCO partners on human rights have extensive experience on advocacy and can help support the training needs of all civic organizations.

Agriculture and Economic Development Unit

The Agriculture and Economic Development Unit (AEDU) works directly towards USAID/Liberia's Special Program Objective 4, as well as in a cross-cutting manner towards SPO5. The results towards which the CPBD Program organizes its activities, as well as the indicators used to measure performance—are located in the box below.

SPO4: Increased Food Security in Targeted Areas

- **Indicator 4.0:** *Increased private home construction using manufactured materials.*

Year Two Target: No target until 2005. Baseline to be completed by March 2004.

Intermediate Result 4.1: Increased production of diverse food crops

- **Indicator 4.1.1:** Average productivity of selected food crops under different ecologies.

Year Two Target: Need to conduct baseline based on planned activities by March 2004.

- **Indicator 4.1.2:** Percentage of farmers replicating “best” agricultural practices on their individual farm(s) one year or more after the introduction of the best practice.

Year Two Target: No target until Year Three (end of 2005).

- Indicator 4.1.3: Increase in total volume of selected food crops produced by targeted farmers.

Year Two Target: Need to revise according to changed context and plans—and completion of the baseline by March 2004.

Intermediate Result 4.2: Increased Economic Livelihood

- Indicator 4.2.1: Percentage increase in annual income generated from selected small-scale economic activities in targeted communities.

Year Two Target: Requires the completion of the baseline by March 2004 before targets can be set.

- Indicator 4.2.2: Increase in the number of economic activities linked to credit provided by Self-Help groups in targeted communities.

Year Two Target: Requires the completion of the baseline by March 2004 before targets can be set.

- Indicator 4.2.3: Number of linkages established between investors/businesses outside targeted communities and selected businesses in targeted communities.

Year Two Target: Three U.S.-Liberia linkages; 5 West Africa-Liberia Linkages; and 10 Internal Linkages (Liberia).

- **CCIR 3:** Improved social services through community participation in targeted communities.
- **CCIR Indicator 3.2:** Number of households with access to improved social infrastructures in targeted communities.

Year Two Target: Requires the completion of the baseline by March 2004 before targets can be set.

The Ag/Econ Development Unit's activities include:

- Support to demonstration farms (Showcase Farms) through which farmers learn “best practices” through analytical discovery;
- Technical and material support to community-managed social infrastructure projects—(i.e., rehabilitation and development of structures and technical and resource support on the development of income generation projects to sustain the infrastructures. CPBD uses technical contractors, as needed, to help communities implement wells and latrine projects, school renovations, and so on;
- Technical and resource support to rural- and urban-based agriculture projects: from vegetable gardening to fish farming;
- Support to micro-enterprises, including food processing and rural energy projects;
- Support to Su Su Credit (Self-Help Groups) to fund their own projects; and
- Fostering business and investment linkages.

During Year One, insecurity prevented the Ag/Econ Development unit from making much progress with communities. With the help of a new expatriate Ag/Econ Development Manager, the Unit and CPBD local partners are anxious to support community recovery through agriculture and economic development.

Ag/Econ Development Unit Activity Plan

Recovery Period Activities (September 1, 2003 – February 28, 2004)

Water and Sanitation Food-for-Assets and Agriculture/Food Security Recovery Projects in 28 CPBD Communities

Using emergency funds raised from private donors, Mercy Corps hired an expatriate Emergency Program Officer—Bernard Kidula—for a three-month stint to help plan and manage Water and Sanitation Projects in 28 CPBD Communities, as well as the use of donated food in CPBD Projects. In October 2003, the AED-hired Agriculture and Economic Development Manager Johann Krebs arrived to evolve the CPBD Program's Agriculture and Economic Development activities, including vegetable gardens, lowland rice and small animal husbandry projects in the same 28 communities. Mercy Corps signed a Memorandum of Understanding on behalf of the CPBD Program with the United Nations World Food Programme (WFP) in November 2003, enabled the CPBD Program to begin implementing the planned water and sanitation and agriculture project activities in 28 initial, accessible communities.⁶

WFP considers these Food-for-Assets (e.g., wells and latrines) and Food-for-Work (FFW) activities (Vegetable Gardens) as their pilot program in using food for productive activities in Liberia. To the CPBD Program, these activities are critical to enabling communities to rebound from insecurity and the hungry season with activities that offer both an infusion of food and a series of much-needed community-identified social infrastructure and food production and livelihood—i.e., food security--activities. The Ag/Econ Development Manager aims to help farmers to earn quick, ready cash, at the same time utilizing each intervention to demonstrate best practices and options that will likely create future demand.

At the writing of this plan, Mercy Corps is in negotiation with UNICEF to gain a donation of hand pumps, materials for latrines and other project resources in support of 28 wells with hand pumps; 28 four-chamber public latrines; training of hand pump technicians and hygiene promotion. The CCTA is designing an LED lighting system to be installed in public latrines to enhance their security features at night.⁷ As earlier mentioned, the SMU and local partners will ensure the capacity-building of water and sanitation committees.

⁶ Determined through September 2003 emergency assessment.

⁷ Poorly lit public latrines have been a common sight of rape victims at night, especially in IDP Camps.

For the agriculture projects, the CPBD Program will emphasize the following:

- As many as 15 half-hectare demonstration gardens in each targeted community, serving individuals, groups and schools. A range of tubers, vegetables, legumes and other food crops will be planted.
- Around ten hectares of demonstration lowland rice farms of varying size.
- Small animal husbandry—e.g., snails, rabbits, goats--as appropriate and cost-effective.

The CPBD Program will select targeted demonstration (“Showcase”) farmers—both individuals and groups--using the following criteria:

<i>Showcase Farmers Selection Criteria</i>
<ul style="list-style-type: none">• The farmer must be literate--i.e. must be able to keep accurate records of farm activities and make available to CPBD staff and LNGO partners; group members need not be literate and the CPBD Program reaches out to women especially;• Recognized by the community for excellence in farming activities;• He/She must have vast experience with soil, i.e. soil texture, soil fertility indicators, soil water management, etc;• He/She must have at least five years experience in the growth and development of a particular crop or animal;• He/She must have at least five years experience with the requirements and usage of crop/animal production inputs;• The farmer must cultivate at least 0.5ha (about 1.2 acres) of privately own farm land;• Must be willing to learn new agricultural techniques and to teach others new ideas and share experiences;• Willing to use farm site for the purpose of training and exchange of visits by other farmers;• Willing to provide interview at punctual times on program progress and lessons learned to C2U correspondents;• The farmer must be willing to work with and allow access to entrepreneurs;• The farm must be within a cluster of REFLECT circles and within reach of participating communities;• The farm must be sedentary—i.e., the tract of land must be able to sustain permanent cultivation year after year producing high quality yield.

The CPBD Ag/Econ Development Unit and local core LNGO partners will provide the Showcase Farmers with technical assistance and a tools and seeds/tubers/cuttings “kit”. All recipients will sign a social contract to pay forward a portion of their proceeds (e.g., harvest or seeds) to other needy farmers or vulnerable individuals or groups.

The CPBD Program intends to expand these activities into other communities that become accessible with an improved security situation, as the communities request such support. The aim of the CPBD Program is to revive the REFLECT process as the key

process for the identification of social and economic development and peace building action points.

Developing “Best Practices” Content for Radio Programs and Training Tools/Visual Aids

To support the training extension aspects of these initial Ag/Econ Activities, a local CPBD staff is working with local resource persons to develop “best practices” content for a series of radio programs, training tools and visual aids on such topics a vegetable growing.

Training CPBD Staff and Local Partners in Environmental Mitigation Measures under the IEE for CPBD

As reported in the CPBD Semi-Annual Report Two, the Ag/Econ Development Unit, together with the Society for the Conservation of Nature in Liberia, hosted a training workshop for thirty CPBD and LNGO partners’ staff to review the IEE for CPBD and gain skills in environmental analysis and development of mitigation measures for the range of possible CPBD Projects. The field staff will implement what they learned as the program intensifies its community projects work this year.

Extension and Expansion Activities (January 1 – August 31, 2004)

Providing Social Infrastructure Rehabilitation Support to Communities on a Cluster Basis

To help foster inter-community peace-building and development, the CPBD Program will make available to 20 community clusters of three nearby communities in its areas of operation, a \$3,500 budget towards social infrastructure bridging projects, such as schools, clinics, bridges and so on. The REFLECT Circle Facilitators and Community Development Committees of the communities will meet to develop, manage and monitor & evaluate the projects and ensure that there are joint management structures and cost recovery mechanisms in place.

Launching Agro-Forestry Projects for Food, Fuel, Conservation and Peace in both Urban and Rural Areas

With the approval and clearance of USAID and the Government of Liberia, the CPBD Program intends to import exotic fruit, fuel and other types of fast-growing, non-threatening tree seeds to establish agro-forestry nurseries in around 100 CPBD communities. The Ag/Econ Development Unit and local NGO partners will then distribute the seedlings to groups interested in establishing **communal forests** for food, fuel, conservation and peace building. CPBD will target a range of beneficiaries, including former combatants, for the exercises. Through the planned tree varieties take

up to ten years to produce a market value, they can be used as a source of credit, as well as shade for other such cash crops as cocoa and coffee. Other faster producing agriculture projects, such as vegetable gardening, fish ponds and animal husbandry will be interwoven into the project. These projects will be implemented in both the urban and rural CPBD communities.

Developing and Spreading Appropriate Food Processing Technology

The CCTA and the Ag/Econ Development Manager are designing appropriate, low-cost food drying equipment for drying fruit and vegetables, including okra, pepper and mangos. The equipment will be provided to local interested agro-business groups, especially women (including female former combatants). The CPBD will train former combatants and other youth to build the dryers for sale. The CPBD Program will facilitate food processing groups in developing packaging concepts and marketing the products.

Providing Training, Business Development and Material Support to Micro-Enterprises

While other programs are inclined to support tailoring, soap making and tie-dye vocational training, the CPBD Program seeks to support the development of unique and innovative services and micro-business opportunities. The CCTA, an engineer by profession, is designing a solar-powered LED lighting system that can be manufactured in Liberia and used in public and private spaces. If the CCTA succeeds in designing an affordable model for the Liberian market, the CPBD Program will encourage the local manufacture, sale, installation and maintenance of the LED lighting, which will create many training and job/micro-business opportunities, especially for youth, including former combatants. The CCTA is also working on using wind mills to power radio stations, which could be an energy technology worth multiplying.

Another potential innovation for replication is the eco-stove, which burns up to 80% less fuel than traditional outdoor cooking methods in Liberia. One of the CPBD local NGO partners, PNO, specializes in the development of this simple but efficient technology made of earth materials.

The CPBD Program will look for other innovative micro-enterprise opportunities to support--and only support traditional vocational training, like mechanics, carpentry and plumbing after a job market study proves the availability of post-training vacancies.

Creating Business and Investment Linkages Locally, Regionally and in the U.S. & Europe

As Liberia begins to recover and re-vitalize after 14 years of Civil War, the CPBD Program will look for opportunities to help farmers' groups, food processing groups and other micro-businesses to create investment and business linkages within Liberia, the West African Region and the U.S. & Europe. The range of potential products includes snails, dried fish, dried pepper, dried mangos, and arts and crafts (traditional textiles and

quilts). Developing strong U.S.-Liberia business and investment linkages will also rely on the support of the Liberia Resource Mobilization Committee in the U.S.

Providing Capacity-Building and Resource Support for the Development of Income Generation Projects and Micro-Businesses for a Range of Civic Organizations and Social Structures

The Ag/Econ Development Unit will support the development of income generation projects and micro-businesses for LNGOs, Youth Groups, PTAs/schools, REFLECT facilitators, community radio stations and other civic organizations and social structures that require financial support to ensure sustainability. The projects could range from agriculture-based projects to other businesses (e.g. used clothing shops in the rural areas) to ensure that income is being raised to support vital community resources.

Providing Capacity-Building Support and Limited Project Support to Self-Help Groups/Su Su Credit Groups

The CPBD Program will support the capacity-building of traditional Self-Help and Su Su Credit Groups to gain credit management, project cycle management, business management and other skills to revolve their own savings within their groups towards successful livelihood and micro-business development. As the groups gain strength and demonstrate success at revolving credit and micro-business management, the CPBD Program will consider infusing modest cash for larger business and self-help community development projects.

The criteria for selecting these groups are as follows:

Self-Help Groups Revised Selection Criteria (September 2003)

A Self-Help Group (SHG) wishing to benefit from assistance under the CPBD program must be located in the CPBD operational areas. Other requirements are as follows:

- For a group evolving out of the REFLECT Circle, it should have no more than 15 members who are from the same community and have come together voluntarily and agreed to work for the group's personal, social and economic development.
- For existing SHGs, the current membership will be maintained but they should have existed and functioned over a period of 12 months.
- Members should be from the same village, community and share common concerns.
- Membership must include males and females, with an emphasis in favor of women. The activities of said groups will be assessed prior to acceptance.
- Existing SHG's must be recognized by the community leadership and possess a record of past achievement.
- The SHG must have or be prepared to constitute a board of arbitration to settle internal conflicts as they relate to activities of members so that such conflicts may not adversely affect the entire group.
- Must be governed by rules and regulations that were established by the entire membership clearly defining the role of each officer, the responsibility of members

- and the procedures for operation.
- Group leaders must be selected through a transparent method acceptable to all members.
 - The leadership should include a chairperson, treasurer, and a secretary. Males and females participating in leadership structure is encouraged.
 - The SHGs decision-making process must be based on the participatory approach wherein all major decisions are taken at a general meeting. Groups must meet at least once a month and on an ad hoc basis to discuss issues affecting them.
 - Must accept to contribute in cash or kind to community development activities/projects that results from REFLECT Circle activities.
 - Members must accept to participate in all CPBD training programs (planning, small business management, organizational development) intended to up grade the skills of group members thereby making them more serviceable and committed. Also the groups must be willing to enter into a contractual agreement with Diompilor and to submit to periodic audit reviews of the groups' financial and others records by Diompilor/LNGO partners.
 - Must accept to form associations with other groups and participate in the sharing of information (achievements, lessons learnt, success stories) with others.
 - Must have or be willing to establish a bank account, where feasible.

The Community Communications Unit

The Community Communications Unit (C2U) is directly responsible for the CPBD Program achieving the following Cross-Cutting Result:

CCIR2: Increased access to information in targeted communities

The two USAID-approved indicators are:

- CCIR Indicator 2.1: Percentage of the population in targeted communities listening to USAID-funded programs on health, agriculture, civic education conflict resolution & peace building, and environment.

Year Two Target: Need to complete the baseline by March 2004 to set target.

- CCIR Indicator 2.2: Number of community members in targeted communities that utilize acquired learning from USAID-funded radio programs on health, agriculture, civic education conflict resolution & peace building, and environment.

Year Two Target: Need to conduct listenership surveys based on each program series target messages after airing programs and report results to USAID.

C2U utilizes three key strategies towards the achievement of those results:

- Producing, disseminating and assessing radio programs based on targeted community information needs.
- Distributing 2,000 solar wind-up radios and limited numbers of cassette players to REFLECT Circles and other listening circles to tie the radio program messages to

- group dialogue that builds awareness, imparts useful information and stimulates attitudinal and attitudinal change, peace building and civic action
- Providing equipment, radio program production capacity-building and technical and business skills support to community radio stations.

With Search for Common Ground having pulled out of CPBD on October 31, 2003, AED and Mercy Corps are now developing their own radio program production capacity. By January 2004, the CPBD Program will be back on track, after hiring new staff and putting into place a production studio. Furthermore, prior to the June-August 2003 Crisis, the CPBD Program faced security and political obstacles to supporting the development of community radio stations. A new era has dawned and there is great momentum towards mobilizing community support for community radio stations.

C2U Activity Plan

Entire Period: September 1-2003 - August 31, 2004

Producing, Disseminating and Assessing Radio Programs based on targeted community information needs.

In Year Two, the C2U team intends to create at minimum 2.5 hours of radio programs per week evolving out of and feeding into the CPBD Program—and disseminated eventually to as many as 19 partner radio stations, including four in Monrovia and 15 community radio stations around the country. The civil crisis of June-August 2003, created set backs for many radio stations around the country. At the writing of this plan, Mercy Corps has entered into Memorandums of Understanding with three radio stations in Monrovia—DC-101, Radio Veritas and ELBC (Liberia Broadcasting System) to broadcast CPBD radio programs. In addition, CPBD will reach out to a range of government, NGO and UN partners in the development of dramas, features and other programs in the following areas:

- Peace and Reconciliation
- Agriculture, Environment and Economic Development
- Peace and Reconciliation
- Human and Civic Rights

The C2U utilizes two key strategies for gleaning and developing radio program content, including **Technical Working Groups (TWGs)** and **Radio Correspondent Reporting**. The C2U Unit, in collaboration with other CPBD program staff and external partners, launched two TWGs in Year One—one on health and the other on Agriculture, Environment and Economic Development. In Year Two, the CPBD Program, especially given the program's recruitment of local partners in human rights and peace building,

will expand the TWGs to include one on Peace and Reconciliation and one on Human and Civic Rights.

The TWG model includes at least five technical resource members and one or more C2U staff in developing content based on perceived and researched audience needs for information that will effect positive attitudinal, behavioral and knowledge change outcomes. The radio programs cannot achieve those results, however, without effective field-based reinforcement activities. After developing a radio program series strategy, say on cholera, the TWG then works with the C2U radio program production staff to develop initial key messages, which the TWG then tests via local focus groups and revises as necessary to enable the C2U production staff to develop dramas, features and other formats for airing. After airing the programs, the TWG and C2U design and administer **radio listenership surveys** to assess the impact of the radio programs. Insight from these surveys will contribute to the development of future programs.

In September 2003, the USAID CPBD Program partnered with the USAID Liberia Improved Community Health Project (LICHIP) to begin to develop radio programs on health. CPBD staff will participate in an LICHIP workshop, facilitated by Johns Hopkins University Center for Communication Programs, in January 2004, the purpose of which is to bring together experts from the health field, program managers, and radio production staff, other communicators, et al, to:

- Produce a participatory, comprehensive design document that will form the basis of a 26 episode, 30-minute per episode, serial drama; and
- Increase the skills of script writers.

The C2U is committed to developing the serial drama based on the content framework that evolves from this workshop. The broadcast launch of the serial is slated for February 2004. Following the airing of the serial, the TWG on Health, for which JHUCCP Behavioral Communication Specialist Todd Ritter is the coordinator, together with C2U staff, will implement a listenership survey. Based on the outcomes of this serial production process, C2U may utilize the methodologies and process for producing other serial dramas on the other CPBD topics.

In addition to utilizing the TWG mechanism to produce radio program content, **C2U employs three county correspondents**, one for each of Montserrado, Margibi and Grand Bassa Counties. The correspondents are extremely effective in gleaning content from local communities, especially evolving out of REFLECT circles and Community Development Committees; documenting the work and progress of the CPBD Program and its communities of operation; building audience awareness of the CPBD Program; and developing features that lift Liberian voices onto the airwaves. CPBD has decided to limit the use of correspondents to these three counties, and foster elsewhere in the interior the development of correspondents supported by the community radio stations themselves. CPBD supporting the correspondent model is not sustainable—whereas grounding this model as a community-based resource has greater potential, especially considering that C2U will work with other program staff to help communities develop

income generation projects and cost recovery schemes that support community radio station operating costs.

Distributing 2,000 solar wind-up radios and limited numbers of cassette players to REFLECT Circles and other listening circles.

One of the key postulations the CPBD Program asserts on radio program reach and impact in Year Two is: *radio program impact is destined to increase the more CPBD programs not only reach targeted audiences but are discussed, digested and acted upon by key stakeholder groups.*

In Year One, CPBD planned to distribute 2,000 solar wind-up radios to REFLECT circles and other listening groups, whereby the groups would engage in discussions that would help effect positive outcomes, including attitudinal and behavioral change, leading to peace building, improved health, civic action and so on. When the civil crisis of June-August 2003 led to the looting of the 2,000 radios CPBD had waiting at the Port of Monrovia, Mercy Corps decided not only to re-order the radios, which have an estimated time of arrival in late January 2004, but to supply REFLECT Circles and other listening groups in the interim with **cassette players and cassette copies of the programs**. After providing the initial consignment of cassette players to accessible communities of the target 97 CPBD communities in December 2003, the SMU and local partners will train the REFLECT facilitators to facilitate discussions on CPBD radio programs. For each radio program on cassette, the CPBD Program will provide the REFLECT facilitators with a standard set of discussion questions to help guide discussion and stimulate action.

By early February 2004, the CPBD Program then hopes to begin distributing the 2,000 solar radios to existing REFLECT communities in the entire REFLECT network, as well as to other listening groups, which are willing to give CPBD participate in listenership surveys—establishing a reliable feedback loop.

Developing Community Radio Stations and other Key Radio Stations

Supporting the development of community radio stations includes the following key activities:

- Installing appropriate, digital-based production and editing equipment and renewable energy sources in 15 community radio stations around the country; and installing transmitters and/or digital-based production and editing equipment in three Monrovia FM stations. Also, the CPBD Program will contribute some resources to stations needing facilities repairs to ensure the station is secure and provides adequate public space.
- Mobilizing and training Community Radio Station Stakeholders in a range of areas, including program content development and production, business management, advisory board development and people's participation.
- Supporting Community Radio stations and their communities in the development of community-driven sustainable income generation projects.

Installing appropriate, digital-based equipment and renewable energy sources in 15 community radio stations around the country and installing transmitters and/or digital-based production and editing equipment in three Monrovia FM stations.

During Year One, when to advance the community radio station plans was not feasible primarily on security and political grounds, the CPBD Program's Community Communications Technical Advisor (CCTA) instead coordinated assessments in accessible parts of the country and extensively researched and determined an appropriate equipment and software package to serve the broadcast and/or production needs of a series of existing FM radio stations and sites where community radio stations existed prior to the June-August 2003 civil crisis. The CCTA and the Amateur Radio Club of Liberia completed some assessments of community radio stations in Montserrado, Margibi, Cape Mount, Bomi, Bong and Grand Bassa Counties. In recent months, community radio stations in other counties, such as Nimba, Sinoe and Maryland Counties have written to the CCTA requesting support of their community radio stations. The demand may prove higher than the existing funds can support.

In his own assessments, the CCTA found that virtually all radio stations have outmoded analog transmission and editing/mixing systems. Determined to bring Liberia into the digital era, which in the end is much more manageable and cost efficient, the CCTA has selected a 35-watt "Radio-in-a-Box" complete transmission kit, which has a broadcast range of 15-20 miles. To complement the compact and virtually maintenance-free aspects of this transmission kit, which is quite portable, the CCTA has designed a solar-wind hybrid energy package to serve as a renewable, low cost energy source—ideal for the rural areas. Most community stations will receive this kit, together with low-cost digital editing equipment, an editing software package and other digital production and editing gear for reporters and editors.

Some key stations in urban areas with larger listenership will receive larger transmitters. DC-101 will be fitted with a 2 kilowatt transmitter, while the Liberia Institute of Journalism and the station in Harbel will receive a 1 kilowatt transmitter. The CPBD Program will also provide these stations with digital production equipment, editing software, a digital music library, and other digital recording and field production gear to enhance the work of producers and reporters.

In Year Two, the CCTA, with the support of other national staff and key technical consultants—and pending security and accessibility--plans to provide an equipment package and technical support **to three FM stations in Monrovia—DC-101, Radio Veritas, and the Liberia Institute of Journalism (LIJ) and 15 community radio stations in the interior:**

1. Harbel, Margibi Co.	8. Saclapea, Nimba Co.
2. Buchanan, Grand Bassa Co.	9. Zwedru, Grand Gedeh Co.
3. Kakata, Margibi Co.	10. Voinjama, Lofa Co.
4. Tubmanburg, Bomi Co.	11. Harper, Maryland Co.
5. Salala, Bong Co.	12. Greenville, Sinoe Co.

6. Gbarnga, Bong Co. 7. Ganta, Nimba Co.	#s 13 and beyond to be determined based on assessment, accessibility and criteria of selection.
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In addition to the CCTA supporting the installation of equipment, he and a local technical consultant will also provide technical training and periodic support on operating and maintaining the equipment package provided. The CPBD Program will also support minor rehabilitation projects, on an as needed basis, for community radio facilities requiring repairs for security and public accessibility reasons. To help the Liberia Institute of Journalism to regain a production and news room for its new radio station and training facility, the CPBD Program will provide material support not to exceed \$2,200. The LIJ will play a pivotal role in training future journalists and will broadcast CPBD Programs on a regular basis as part of its Memorandum of Understanding (MOU) with Mercy Corps.

In the Year One, the CPBD Program planned to develop three rural radio production sites. But upon the technical advice of the CCTA, the CPBD Program now intends to ensure that every community radio station is capable of producing its own programs. The production equipment consists of a computer and advanced editing software.

In selecting potential community radio station sites, the CPBD Program favors pre-existing community radio stations—or up and coming stations that have sprung from the self-motivation of a community or innovative individuals--that have the following elements in place:

1. Fully licensed and registered with the Government of Liberia.
2. Have a secure and accessible place to operate in a non-governmental, public access space.
3. Willingness to properly maintain and use the equipment provided by Mercy Corps.
4. Willingness to enter into and abide by a MOU with Mercy Corps.
5. Willing to allow Mercy Corps to administer the Organizational Capacities Index for Radio Stations annually over the next four years and to receive capacity-building support from the CPBD Program team of partners.
6. Willingness to ensure transparency and accountability in all operations and put into place systems, procedures and mechanisms to achieve highest standards of accountability and transparency.
7. Have in place—or are willing to put into place--an advisory board, inclusive of women, youth and minority groups and broadly representative of the local political, ethnic/social make-up and demographics.
8. Willingness to learn and apply social mobilization/participatory methods of engaging the community.
9. Willingness to participate in listenership surveys.
10. Willingness to air CPBD radio programs and produce and air their own radio programs based on community need and with community-support.

11. Make available records indicating the dates and times when CPBD programs were aired.
12. Provide fair and equal access to the airwaves to all community members, ensuring that all views, with the exception of hate messages and those of a discriminatory, defamatory, inflammatory--inciting people to violence-- nature, are allowed to be expressed. Generally, broadcast towards the aim of peace in Liberia.

Mobilizing and training Community Radio Station Stakeholders in a range of areas, including program content development and production, business management, advisory board development and people's participation.

The C2U Program Officer for Community Radio and the new Community Radio Production Advisor have designed, and at the writing of this plan, have already implemented a social mobilization and initial capacity-building workshop for the community radio stations in Harbel and Kakata, Margibi Counties. These workshops will be held in each of the targeted community radio communities and are designed to work with pre-existing stations to prepare them to become true community radio stations, which can be identified as:

- **Owned, managed and programmed by the people it serves.**
- **A non-profit radio responding to the community's expressed needs and priorities.**
- **Accountable to community structures, such as an advisory board.**

The C2U Community Radio team aims to build capacity at different levels within each station: management and administrative skills; technical and broadcasting skills; and research and participatory program planning skills. Each station will have an advisory board responsible for advocacy, stewardship and fund-raising.

As a sign of CPBD's collaborative approach, former BBC reporter and now a regional program officer for the IRIN Network, has agreed to offer his training services to the CPBD Program as it travels around the country training rural radio reporters and producers in the art of reporting and digital program editing.

During the course of the next year, the C2U Community Radio staffers intend to develop a Liberia Community Radio Manual for use at stations as well as for other community groups or individuals interested and developing a community radio station in Liberia.

Supporting Community Radio stations and their communities in the development of cost recovery structures and community-driven sustainable income generation projects.

One of the hurdles that community radio stations around the world face is sustainability—raising enough funds to keep staff motivated and the station running. The C2U has a strategy of helping each station achieve sustainability through a cost recovery—or “fee-for-broadcast”--structure and income generation projects. The

structure will include the station charging market rate fees for airing CPBD and other agencies programs, as well as public announcements. The income generation project will evolve out of a participatory process involving the community radio station staff, the advisory board and other community leaders and members, as needed. Some examples could include a garden, a small dry goods shop at the station, and so on. The aim is to keep the station from becoming commercial and under pressure from advertisers.

III. Management

The Management Section covers the following activities:

- Expanding Operations and Opening Field Offices
- Restructuring and Adding Staffing to Manage the Expanding CPBD Program for Year Two
- Implementing Program and Resource Development Activities for Existing and Expanded Geographic Areas
- Conducting the Baseline Survey and Monitoring according to the Performance Monitoring Plan
- Developing the Urban Strategy
- Producing Reports for Year Two and Planning for Year Three
- Developing public relations tools: the CPBD (“Diompilor” Web Site), CPBD Newsletter and Fact Sheet
- Promoting program’s lessons learned
- Reconvening the CPBD Advisory Board
- Supporting the World Bank in developing a Local NGO to administer the Post-Conflict Fund

Expanding Operations and the Monrovia Office and Opening Field Offices

On October 31, 2003, CPBD Consortium partner Search for Common Ground, which was taking the lead on radio program production, withdrew from the program. Subsequently, AED and Mercy Corps forged an alternative strategy, which includes the two agencies working to establish a production facility and hiring and developing additional technical and production staff (see below). The radio program production facilities will be based at the Mercy Corps/CPBD Program Office in Monrovia. The facility will include a sound-proof production room and several new offices for additional radio production staff to create 2.5 hours of features, dramas and other radio program formats. The studio will be fitted with digital production, editing and duplication equipment. The C2U staff will also use the facilities for training of Monrovia-based radio journalists and technical production staff in broadcasting and editing techniques and other production skills.

In addition, the offices for new staff will require Mercy Corps to build a new conference room, as the old conference room is being transformed into offices and a storage facility.

The new, furnished production facilities and conference room at the CPBD Monrovia Head Office will be fully functioning circa January 1, 2004.

As soon as security permits, the CPBD Program will open two field offices, as follows:

- **Buchanan:** Mercy Corps will establish an equipped field office and guest house that supports LNGO partners and CPBD field staff in **Buchanan, as soon as UNMIL deploys there, circa January 2004.** The CPBD Program, which has already secured the site, needs such an office to ensure that the Margibi County-based staff are not Monrovia-centric, which can waste time and resources. CPBD will station some project motorbikes and 4x4 vehicles for field use at this site. The rented site, which requires some renovation, will be equipped with furniture, computers, printers and a 10 KVA generator. The staffing will include a field officer, a logistician and an office aid. Mercy Corps will contract a security company to provide security services. This office will serve communities in both Grand Gedeh and Rivercess Counties.
- **Zwedru:** Mercy Corps will establish an equipped field office and guest house that supports LNGO partners and CPBD field staff in **Zwedru, circa March 2004.** Organizations like Merlin and ICRC are already operating there without security problems. The CPBD Program, which has already secured the site, needs such an office to ensure that the Margibi County-based staff are not Monrovia-centric, which can waste time and resources. CPBD will station some project motorbikes and 4x4 vehicles for field use at this site. The site will be equipped with furniture, computers, printers and a 10 KVA generator. The staffing will include a field officer, a logistician and an office aid. Mercy Corps will contract a security company to provide security services. The staffing will include a field officer, a finance/administration officer, a logistician and an office aid. Mercy Corps will contract a security company to provide security services. This office will serve communities in both Grand Gedeh and Sinoe Counties.

Restructuring and Adding Staff to Manage the Expanding CPBD Program for Year Two

The programmatic and geographic expansion of the CPBD Program, coupled with Mercy Corps and AED having to hire their own field staff to compensate for Search for Common Ground's departure have produced the following staffing changes, which are reflected in the attached organizational chart:

Staffing Changes	Justification
Deputy Director/Head of Program position nationalized	Expatriate left; national staff member, Sam Gotomo, capable of taking on the portfolio
New Expatriate Position: Program Technical Advisor/Civil Society Capacity Building	The Program needed to hire skills for its chief role in the capacity-building of civic organizations.
Merging of the Administration and Logistics Department with the following staffing changes:	Expanding administration needs and key staff were ready for promotion to

<ul style="list-style-type: none"> • The Administration and Human Resources Manager becomes the Head of Administration • The Administration Assistant was promoted to Administrative Officer • The Receptionist was promoted to the Administrative Assistant position and a new receptionist was hired. • The radio operator has been promoted to Radio/IT Asst. • The Office Assistants in the Monrovia office are now called Office Aids. • The Logistics Assistant has become the Procurement Officer, while the Driver/Logistics Assistant has become the Procurement Assistant. • The Logistics Manager will require a Logistics Assistant to support the increasing work load in Monrovia. • CPBD will hire a national Database Officer to help enter and process the Program's extensive data. • One of the drivers was promoted to assistant chief driver, as a support to the chief driver • Two driver-mechanics and another driver are needed to support the fleet of vehicles, which consists of eight vehicles. The extra driver will serve as a back-up/replacement driver for drivers going on vacation. 	take on a bigger portfolio.
The SMU has added another Program Officer for Community Development and a Program Officer for Human Rights and Peace Building	Needed to support the extensive program and partners' demands.
The Ag/Econ Development Unit has added an Urban Ag/Econ Development Officer, to focus on the urban expansion areas.	Needed to focus on the urban expansion areas.
Mercy Corps will hire three national water and sanitation technicians for a three-month stint.	To support the demands of the recovery water and sanitation projects
Mercy Corps has hired for a 45-day contract a national consultant on community radio (his invaluable performance has led to creation of the national position: Community Radio Advisor mentioned below)	Needed to jumpstart the community mobilization and training at community radio stations. This position worked in collaboration with the existing Program Officer for Community Radio.
On November 1, 2003, Mercy Corps hired the SFCG-paid CPBD/C2U staff, including the C2U Coordinator, Executive Producer and three County Correspondents.	Staff were still needed and proved to be quite effective to remain with the program.
The following positions were created to serve the production and community radio development aspects of the program: Community Radio Advisor Senior Dramatist/Producer	New staff needed for the community radio development projects and radio production needs.

Studio Technician Dramatist/Artists (2) Monrovia Producer	
New Post: Community Radio Production Advisor	To support the development of the CPBD Program's radio programming, with an individual specializing in Behavioral Change Communications and Democracy Radio

With this expansion, the total number of Mercy Corps-paid national staff increases from 19 to 54. In addition to Chief of Party Denise Barrett, Mercy Corps' CPBD expatriate staff include:

- Temporary Emergency Program Officer, Bernard Kidula (3 months, Mercy Corps' funds)
- Finance Manager, Inia Asuncion
- Community Communications Technical Advisor Brian Barber
- Program Technical Advisor for Civil Society Capacity-Building, Deliana Simeonova-Cook

Furthermore, Mercy Corps proposes adding an expatriate position: Grants & Reporting Officer for Year Two to help the Chief of Party manage the extensive proposal and report writing tasks.

AED has hired the following expatriates:

- Agriculture and Economic Development Manager, Johann Krebs (hired Sept. 2003 to April 2006)
- Community Radio Production Advisor, Debbie Winsten (hired for one year, Dec. 2003 to Dec. 2004)

In addition, AED has hired a Liberia Resource Mobilization Coordinator, Lashea Howard-Clinton, for one year. Beginning in January 2004, Ms. Howard-Clinton will be based in AED's Washington headquarters and will have responsibility for overseeing the Liberia Resource Mobilization Committee and CPBD's efforts to encourage foreign investment in Liberia.

Implementing Program and Resource Development Activities for Existing and Expanded Geographic Areas

In addition to taking responsibility for the overall success of the CPBD Program, the Management, including the Chief of Party and the Senior Program Officer of AED, work collaboratively towards the **Cross-Cutting Intermediate Result 1.0: Increased resources secured from sources other than U.S. Government.** This IR is in part measured using the following indicators and targets:

- **CC IR Indicator 1.1:** Amount of CPBD Program's resources secured from sources other than U.S. Government.

Year Two Target: \$200,000

- **CCIR Indicator 1.2:** Amount of funds attracted vis-à-vis sources identified in the CPBD Program Fundraising strategy

Year Two Target: Pending the Liberia Resource Mobilization Committee's Plan (due circa March 2004).

Raising Non-U.S. Government Match Funding through Submitting Proposals

So far in Year Two, Mercy Corps has raised approximately \$34,000 in funding and more than 300 metric tons of food from the World Food Programme. Mercy Corps also is about to sign an MOU with UNICEF for \$51,660 in cash and materials, including hand pumps and other materials for the 28 communities where the CPBD Program is implementing Water and Environmental Sanitation and agriculture/food security activities. The Nike Corporation has also awarded Mercy Corps a consignment of 3,500 shoes and assorted sporting equipment for use in its Liberia Program. Finally, Mercy Corps has allocated \$30,000 in private funding for the Emergency Program Officer.

The CPBD Semi-Annual Report No. 2 outlined the other proposals that Mercy Corps developed to raise match funding. And all LNGO partners will also develop resource development plans for Year Two in January 2004. At the writing of this plan, Mercy Corps plans to develop proposals for the following donors, towards Year Two match:

- Proposal to as yet unidentified foundation in the U.S. to support additional CPBD public information activities (\$100,000).
- A proposal to DFID Civil Society Fund (not yet conceptualized).
- A proposal for 50% of an \$850,000 Japanese Government fund for shelter projects, in partnership with Peace Winds Japan.
- A proposal to Euronaid for a Food Security Project (not fully conceptualized).
- Together with Conservation International, a proposal for a communal forestry management and social and economic development project for the Sapo National Park region of Sinoe County (circa July 2004, undetermined amount).

In July 2003, AED approved Mercy Corps' cost share tracking system, which Mercy Corps will use to track funds and other resources generated vis-à-vis contributions from donors, communities, LNGOs and other means.

Raising Non-USG Funds vis-à-vis the Liberia Resource Mobilization Committee (LRMC)

The Liberia Resource Mobilization Committee has met once and has elected its officers. By early 2004, the LRMC will have developed a resource mobilization plan for CPBD and non-CPBD program support. The LRMC will primarily tap into the community of Liberians living in United States for financial, in-kind, and material support for development activities in Liberia. Lashea Howard-Clinton, the Liberia Resource Mobilization Coordinator, and the rest of the LRMC officers, will work closely with CPBD field staff to identify specific activities to support. During Year Two, Ms.

Howard-Clinton will also seek to encourage US corporate investment, and public-private partnerships, in Liberia.

Conducting the Baseline Survey and Monitoring according to the Performance Monitoring Plan

In November 2003, the CPBD Program conducted the initial baseline survey in 22 CPBD communities that the CPBD Program and LNGO partners' staffers could safely access. The data has been entered into the CPBD database and is being analyzed at the writing of this plan. The analysis will be presented to AED and USAID in January 2004. By March 2004, pending accessibility, the CPBD Program will continue administering the baseline and will develop grassroots collection systems to facilitate data collection and reporting. An analysis will also be available by that time.

Developing the Urban Strategy

As reported in the CPBD Semi-Annual Report no. 2, AED, in October 2004, sent an urban strategist to Liberia, Dr. Miguel Cordova, who facilitated a participatory process with the CPBD staff, LNGO partners and other stakeholders from Government of Liberia Ministries, the University of Liberia, media institutions and the Monrovia City Corporation, to evolve an urban strategy for extending CPBD into urban areas, such as Monrovia, Kakata and Buchanan. Some of the results of Dr. Cordova's strategy, are interwoven in the Program Plans above. The full Urban Strategy is available upon request from the CPBD Head Office in Monrovia, or from AED in Washington, DC.

Producing Reports for Year Two and Planning for Year Three

The CPBD Program will produce two Semi-Annual Reports in Year Three: one in April 2004 and the other in October 2004. Year Three planning will commence in July 2004 with stakeholder meetings.

Developing public relations tools: the CPBD ("Diompilor Web Site), CPBD Newsletter and Fact Sheet

As reported in the CPBD Semi-Annual Report No. 2: The CPBD Program's Information Technology Department, with the support of a local web site developer, has begun to develop the CPBD ("Diompilor") web site. Slated to go "on-line" circa January 1, 2004, the multi-page site will provide browsers with a frequently updated overview of the program and its progress. The C2U will be responsible for updating the content of the pages in Monrovia.

CPBD fact sheets have been produced and updated since Year One and have proven a useful tool in providing a concise overview of the Program. The Chief of Party will continue updating the CPBD Fact Sheet to reflect the current program activities. In addition, the Monrovia Office will also produce a bi-annual newsletter highlighting

CPBD, which will be used to inform a range of CPBD stakeholders in Liberia, the U.S. and elsewhere.

Promoting programs lessons learned – The Chief of Party to participate in the Annual Meeting of the Comparative and International Education Society (CIES), upon the invitation of AED

The Chief of Party has received an invitation from AED to participate in the Annual Meeting of the Comparative and International Education Society, which will be held in Salt Lake City in March 2004. The COP will present on the general meeting topic: “Has popular education been mainstreamed?” The COP will focus on the use of the REFLECT process vis-à-vis the CPBD Program.

Reconvening the CPBD Advisory Board

As soon as the Chief of Party returns from home leave in February 2004, she will reconvene the CPBD Advisory Board, which will then meet semi-annually to discuss the progress of the program and to gain the wisdom and input of the board members.

Supporting the World Bank in developing a Local NGO to administer the Post-Conflict Fund

- 1) The World Bank has approached Mercy Corps to support the bank’s efforts to establish a local NGO that will administer the World Bank’s Post Conflict Fund grants mechanism. The Chief of Party believes this capacity-building support, which the World Bank will fund, enables the CPBD Program to exercise some of its key skills in organizational development.

Annex I: Consultant Scopes of Work

A) Theater of the Oppressed Consultant

B) Training of Trainers/Facilitation Consultant

C) Human Rights Education Consultant

Scope of Work

Position: Theatre of the Oppressed Consultant
Location: Liberia (based in Monrovia with field visits)

Fee: At \$275/day for a period of days (not to exceed \$5,775 total).

Period:	Total days for all scope of work will be 21 days, as follows: <ul style="list-style-type: none">• Preparation time in Omaha: 2 days, including a day with the Chief of Party on or about January 30, 2004.• Travel to Liberia: February 10-11, 2004• Residency Consultancy in Liberia: February 11-25, 2004• Travel home to the U.S.: February 25-26, 2004
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Expenses: In addition to the above fee for service, Mercy Corps will reimburse the consultant for reasonable expenses for travel between home of record and Liberia, meals, lodging, and incidental materials needed to carry out the duties described below. To be reimbursed following the presentation of an itemized invoice and supporting receipts to the Mercy Corps Portland Office.

Background

The five-year USAID funded Community Peace-building Development Program (CPDB) program, implemented by AED and Mercy Corps, seeks to “***promote a greater role for civil society in a successful transition to improved social, economic and political conditions in Liberia.***” Known locally as Diompilor, meaning “oneness”, the program carries out activities in three primary sectors in order to achieve this overall goal:

- 1) **Social Mobilization/Civic Organization Development.** A) Literacy and social empowerment for rural communities using REFLECT methodology. This process—if well-facilitated--provides reading, writing and numeracy skills via the use of Participatory Rural Appraisal Tools that help the communities identify their needs and the root causes of their problems to evolve social and economic development action points. The Diompilor implementing agencies and Liberian NGO partners then assist these communities to design and implement plans to meet these needs and transform priority problems. The process also provides communities with mechanisms and models of collaborative action for conflict resolution and peaceful change. B) The Diompilor implementing agencies and Liberian partners also work to improve civil society coordination, networking and institutional capacity in areas like fostering participation and good governance and supporting human and civil rights, tolerance, and conflict resolution at the local, regional and national levels. C) All NGOs and other community-based organizations in the program will benefit from organizational development and program skills capacity building, with the aim of their increased effectiveness and sustainability. Diompilor administers an Organizational Capacities Index test, the results of which will provide Diompilor with information upon which to develop training packages and other technical support to help the partner NGOs develop a range of skills including financial and

administrative management, program management, governance and strategic planning, and so on. By December 1, Diompilor will have selected additional local NGO partners to advance a range of human rights and peace building activities, including advocacy and educational components.

- 2) **Agricultural and Economic Development.** This Diompilor team focuses on food security issues and improved community management of social services and infrastructure. It supports community self-help projects such as social infrastructure rehabilitation (e.g., schools, clinics and markets) and agriculture development, especially helping develop models of economic sustainability for social infrastructure and grass-root civil society partners. For agriculture, Diompilor will focus on training communities in best practices in crop production, storage, food processing and marketing. Farmers receiving inputs (e.g., seeds) will sign a social contract to provide another needy farmer with inputs at the time of harvest. Diompilor will help strengthen local technical support mechanisms for farmers, such as agriculture extension and community managed demonstration farms and resource centers. Diompilor will also work to strengthen existing micro-credit systems (Su-Su or Self-Help Groups) and support entrepreneurs in developing innovative businesses and services, which can serve as models.
- 3) **The Community Communications Unit (C2U)** manages a series of activities to strengthen information and community communications systems and to help communities access, utilize and contribute to these systems. Diompilor will distribute 2000 solar radios to REFLECT circles and communities around Liberia, especially in conjunction with peace building and development programs. Additionally, C2U will strengthen the capacity of around 20 licensed community radio stations in the country; develop three rural production centers; and provide extensive training of radios stations and production center staff and other stakeholders. Additional USAID funding will support the production and dissemination of radio and other media programs—from dramas to features--on health, civic education & human rights, agriculture, peace & reconciliation and other topics evolving from and supporting Diompilor activities, as well as the activities of other civil society organizations around the country

Purpose of the Consultancy

The purpose of this consultancy is to train 30 Diompilor program and local partner staff in a range of Theater of the Oppressed techniques—e.g., Forum Theatre—which these trainers can then weave into the Diompilor peace building and development processes in targeted communities—for example, vis-à-vis REFLECT circles and other community empowerment training events. Founded by Augusto Boal, Theatre of the Oppressed (practically known as Forum Theatre) is an approach to using theatre techniques to engage and awaken the consciousness of ordinary people, as they move from their passive “spectator” roles in life to becoming “spect-actors”. In other words, these techniques help build on the REFLECT process to deepen the awareness of community members and to help empower them to take life-changing action.

Proposed Consultant

Mercy Corps intends to utilize Dr. Douglas Paterson, Isaacson Professor of Research and Creative Activity at the University of Nebraska-Omaha, who is an accomplished expert in Theater of Oppressed techniques and was trained by Augusto Boal. Dr. Paterson was selected among four candidates contacted by the Diompilor Chief of Party.

Key Activities

- 1) Familiarization with the Diompilor program; its goal, objectives and major activities
- 2) Familiarization with REFLECT, by reviewing the Mother Manual and the web site: www.reflect-action.org.
- 3) Preparation of eight days of training sessions: a three-day “Introduction of Theater of the Oppressed/Forum Theatre Workshop for 50 participants and an intensive five-day training workshop series for 30 participants (the “Jokers”/Diompilor trainers) in Forum Theater techniques.
- 4) Implementation of a three-day “Introduction of Theater of the Oppressed/Forum Theatre Workshop for 50 participants and an intensive five-day training workshop series for 30 participants (the “Jokers”/Diompilor trainers) in Forum Theater techniques.
- 5) Facilitation of three days’ practicum for “Jokers”: live public performances of the Forum Theater skills in the field.
- 6) Preparation of a short final report of the activities implemented and the next action steps for the “Jokers” to improve and integrate their skills into Diompilor.

Deliverables

- 1) A final report.
- 2) A set of training materials, for which Mercy Corps will cover the costs.

Consultant Responsible To:

- 1) Mercy Corps Chief of Party
- 2) Mercy Corps Deputy Director/Head of Program
- 3) SOW

Scope of Work

Position:	Training of Trainers/Facilitation Consultant
Location:	Liberia (based in Monrovia with field visits)
Fee:	At \$515/day for a period of ___ days (not to exceed \$X total).
Expenses:	In addition to the above fee for service, Mercy Corps will reimburse the consultant for reasonable expenses for travel between home of record and Liberia, meals, lodging, and incidental materials needed to carry out the duties described below. To be reimbursed following the presentation of an itemized invoice and supporting receipts to the Mercy Corps Portland Office.

Background

The five-year USAID funded Community Peace-building Development Program (CPDB) program, implemented by AED and Mercy Corps, seeks to “***promote a greater role for civil society in a successful transition to improved social, economic and political conditions in Liberia.***” Known locally as Diompilor, meaning “oneness”, the program carries out activities in three primary sectors in order to achieve this overall goal:

- 4) **Social Mobilization/Civic Organization Development.** A) Literacy and social empowerment for rural communities using REFLECT methodology. This process—if well-facilitated—provides reading, writing and numeracy skills via the use of Participatory Rural Appraisal Tools that help the communities identify their needs and the root causes of their problems to evolve social and economic development action points. The Diompilor implementing agencies and Liberian NGO partners then assist these communities to design and implement plans to meet these needs and transform priority problems. The process also provides communities with mechanisms and models of collaborative action for conflict resolution and peaceful change. B) The Diompilor implementing agencies and Liberian partners also work to improve civil society coordination, networking and institutional capacity in areas like fostering participation and good governance and supporting human and civil rights, tolerance, and conflict resolution at the local, regional and national levels. C) All NGOs and other community-based organizations in the program will benefit from organizational development and program skills capacity building, with the aim of their increased effectiveness and sustainability. Diompilor administers an Organizational Capacities Index test, the results of which will provide Diompilor with information upon which to develop training packages and other technical support to help the partner NGOs develop a range of skills including financial and administrative management, program management, governance and strategic planning, and so on. By December 1, Diompilor will have selected additional local NGO partners to advance a range of human rights and peace building activities, including advocacy and educational components.
- 5) **Agricultural and Economic Development.** This Diompilor team focuses on food security issues and improved community management of social services and

infrastructure. It supports community self-help projects such as social infrastructure rehabilitation (e.g., schools, clinics and markets) and agriculture development, especially helping develop models of economic sustainability for social infrastructure and grass-root civil society partners. For agriculture, Diompilor will focus on training communities in best practices in crop production, storage, food processing and marketing. Farmers receiving inputs (e.g., seeds) will sign a social contract to provide another needy farmer with inputs at the time of harvest. Diompilor will help strengthen local technical support mechanisms for farmers, such as agriculture extension and community managed demonstration farms and resource centers. Diompilor will also work to strengthen existing micro-credit systems (Su-Su or Self-Help Groups) and support entrepreneurs in developing innovative businesses and services, which can serve as models.

- 6) **The Community Communications Unit (C2U)** manages a series of activities to strengthen information and community communications systems and to help communities access, utilize and contribute to these systems. Diompilor will distribute 2000 solar radios to REFLECT circles and communities around Liberia, especially in conjunction with peace building and development programs. Additionally, C2U will strengthen the capacity of around 20 licensed community radio stations in the country; develop three rural production centers; and provide extensive training of radios stations and production center staff and other stakeholders. Additional USAID funding will support the production and dissemination of radio and other media programs—from dramas to features--on health, civic education & human rights, agriculture, peace & reconciliation and other topics evolving from and supporting Diompilor activities, as well as the activities of other civil society organizations around the country

Given the participatory, adult education and capacity-building nature of the program, **training and facilitation skills** are core Diompilor skills. Mercy Corps staff working on Diompilor are responsible for providing capacity building training in a range of disciplines, including REFLECT, organizational development (e.g., leadership and governance; strategic planning, financial management and human resource management), and several program skills (e.g., project cycle management; design, monitoring and evaluation). The Diompilor staffers monitor, coach and train Diompilor partners as they monitor, coach and train REFLECT facilitators, community development committees and so on. To help facilitate dialogue, a cornerstone of Diompilor's work, requires strong facilitation skills, especially where deepening awareness, managing mixed skills and power in groups and bringing groups to consensus are desired outcomes.

Purpose of the Consultancy

To provide an intensive training of 30 staff from Mercy Corps, AED, and Diompilor local NGO partners in training and facilitation skills.

Proposed Consultant

Mercy Corps would like to utilize Gary Forbes, an expert trainer of trainers and facilitators, who knows and understands Mercy Corps' Civil Society Development

model, and social mobilization strategies, and has successfully trained hundreds of Mercy Corps staff in training and facilitation skills around the globe.

Key Activities

- 7) Familiarization with the Diompilor program; its goal, objectives and major activities. Special attention to the Year One Semi-Annual Report, which elaborates to some extent on the program's need for increased training and facilitation skills.
- 8) Familiarization with REFLECT, by reviewing the Mother Manual and the web site: www.reflect-action.org.
- 9) Preparation of training sessions and materials, such as flip charts, for use in a three-day intensive.
- 10) Printing and binding of 30 training manuals for three-day intensive training.
- 11) Implementation of the three-day intensive training and facilitation skills workshop.
- 12) Two days of field trips to witness Diompilor staff and partners in real life training and facilitation events; consultant will provide feedback and coaching to each staff.
- 13) Prior to departure, consultant will debrief with the Chief of Party and the Deputy Director on current state of training and facilitation skill sets among staff and partners and provide recommendations to further help to build facilitation skills of team.

Deliverables

- 3) A training manual for facilitation trainers
- 4) Set of written evaluation of workshop participants and recommendations for further training and coaching.

Consultant Responsible To:

- 4) Mercy Corps Chief of Party
- 5) Mercy Corps Deputy Director/Head of Program
- 6) SOW

Scope of Work

Position:	Human Rights Education Consultant
Location:	Liberia (based in Monrovia)
Fee:	At \$500/day for a period of up to 15 days (not to exceed \$7500 total).
Expenses:	In addition to the above fee for service, AED will reimburse the consultant for reasonable expenses for travel from Madrid, Spain to Liberia and return to New York City. This includes meals, lodging, and incidental materials needed to carry out the duties described below. To be reimbursed following the presentation of an itemized invoice and supporting receipts to the AED Washington DC office.

Background

The five-year USAID funded Community Peace-building Development Program (CPBD) program, implemented by AED and Mercy Corps seeks to “***promote a greater role for civil society in a successful transition to improved social, economic and political conditions in Liberia.***” The program carries out activities in three primary sectors in order to achieve this overall goal:

- 7) **Social Mobilization.** A) Literacy and social empowerment for rural communities using REFLECT methodology. This process provides reading, writing and numeracy skills related to specific development needs as identified by the communities themselves. The CPBD implementing agencies and its Liberian NGO partners then assist these communities to design and implement plans to meet these needs. The process also provides communities with mechanisms and models of collaborative action for peaceful change. B) The CPBD implementing agencies and its Liberian partners also work to improve civil society coordination, networking and institutional capacity in areas like civil rights, tolerance, conflict resolution at the local, regional and national levels.
- 8) **Agricultural and Economic Development.** Because so much of successful social development is dependent on communities’ abilities to meet their own needs, CPBD partners work with rural communities and five Liberian NGOs to improve household livelihoods through community-driven agricultural extension services like model farms, training programs on new and improved agricultural techniques, media programming on agricultural issues as well as support to grassroots micro-finance groups.
- 9) **Public Information.** Community access to accurate information on social, economic and political issues will be improved through community radio and other means. Success stories will be disseminated to target areas, and technical and capacity-building assistance will be provided to local and national level media. Local groups

promoting peace and tolerance will be assisted to effectively market their messages to a wider audience using radio and other appropriate media.

After the departure of Charles Taylor, USAID requested CPBD to undertake a human rights program with ESF funding provided through the State Department. CPBD will select seven human rights organizations as partners, providing them with both capacity building and funding to support their human rights activities. The program will also support a two-phased human rights education program that has been designed, and will be implemented in part, by, Paul Martin of the Center for the Study of Human Rights at Columbia University.

Purpose of the Consultancy

To develop a plan for a human rights education program that targets two groups in Liberia – teacher trainers and NGO leaders. The consultancy will include putting into place the personnel and institutional support necessary to implement the program over the next six months.

Key Activities

- 1) Needs assessment – this will be conducted during the first few days (Jan. 5-8th) and will include: a) individual meetings with NGO representatives, donors, and government officials and b) a large group meeting on Jan. 6th of stakeholders identified by CPBD staff. Areas to be assessed include: applicability of general education principles and experience; unique local circumstances; relevance of different external and domestic agents; and other related programs and activities.
- 2) Program Plan and Design – this process will occur between Jan. 7th and 15th. This process will result in setting the goals for the two HRE programs; choosing and defining the needs of participants; establishing criteria for participant selection; choosing the trainers; defining the content of each program; and developing the educational strategies to be applied.

All activities will be conducted in close collaboration with, and input from, the CPBD Program Officer for Human Rights and Peace Building and the CPBD Chief of Party. The CPBD staff will be available to assist in arranging the necessary meetings, as requested.

Deliverables

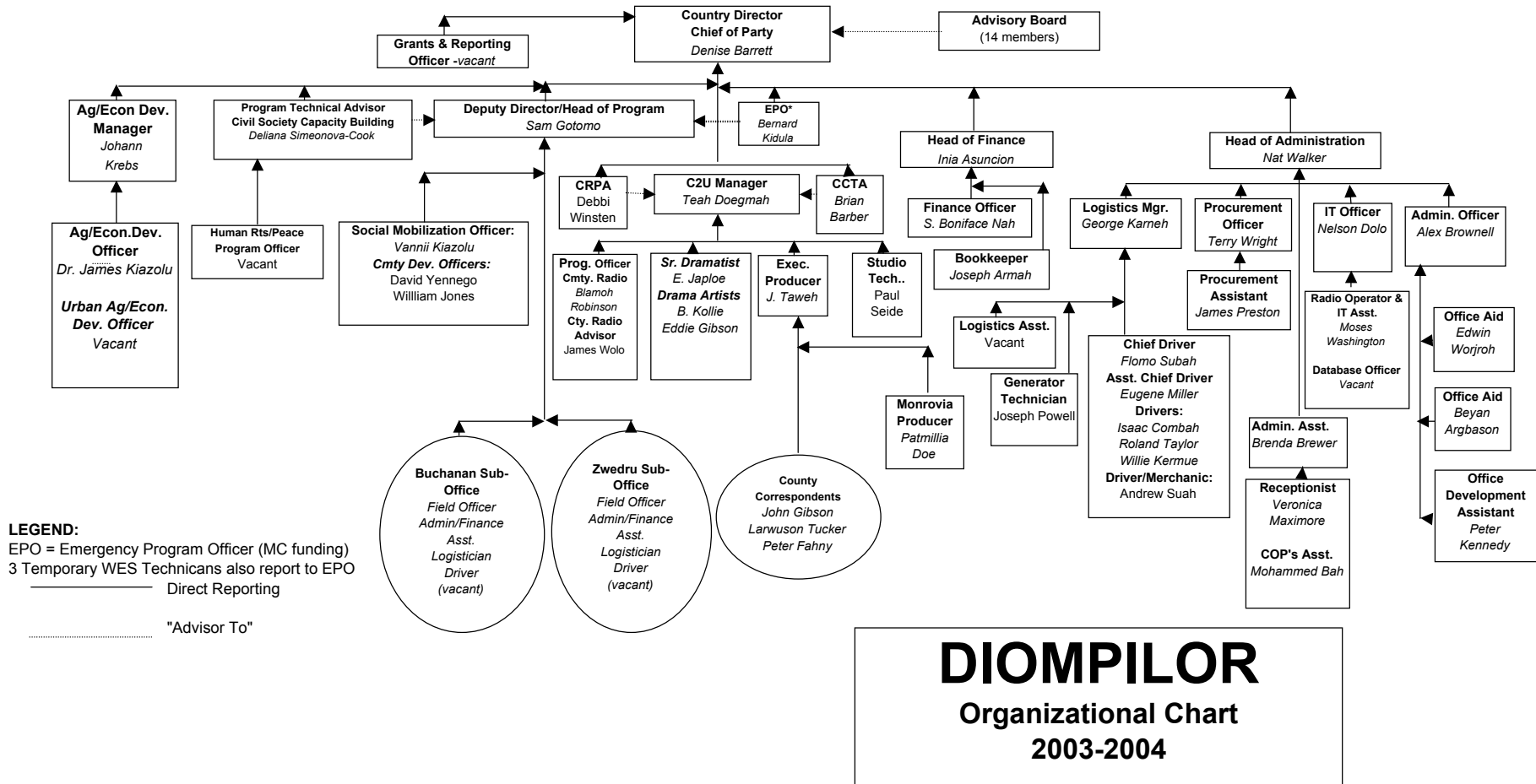
- 5) A 5 to 10 page report on the assessment to include: lessons learned from other programs; key recommendations; key actors; obstacles; and evaluation of potential tools and strategies.
Due to AED Senior Program Officer and Mercy Corps Chief of Party by January 15, 2004.
- 6) A revised detailed plan for the two human rights education programs to include (for each):

- a. A timeline for all subsequent project phases
- b. Selection criteria for participants and (as possible) names of individual participants
- c. Identification (and commitment) of trainers for each training session
- d. A detailed program/curriculum

Draft due to AED Senior Program Officer and Mercy Corps Chief of Party by January 15, 2004. Comments will be submitted by January 20th and a revised (final) draft will be due on Jan. 23, 2004.

Consultant Responsible To:

- 7) Mercy Corps Chief of Party, Denise Barrett
- 8) AED Senior Program Officer, Anne O'Toole Salinas
- 9) SOW



Timelines for CPBD Program by Activity - Year 2

[illegible]

Annex III: CPBD Year Two Work Plan Gantt Chart

[illegible]